

# **Master Developer Request for Proposals Whittier Peninsula December 2005**

City of Columbus  
Planning Division  
Department of Development  
109 North Front Street, gr. fl.  
Columbus, Ohio 43215

p.614.645.6986

f. 614.645.1483

[www.columbus.gov/whittier.asp](http://www.columbus.gov/whittier.asp)

Due Date:  
February 6, 2006

Michael B. Coleman  
Mayor  
Columbus Ohio



# Request for Proposals

## Introduction and Background

This is the second phase of a two-phase developer selection process. Approximately 60 acres of land are being assembled by the City of Columbus and are being offered for redevelopment to qualified redevelopment teams under the terms of this Request for Proposal (RFP). The opportunity is being offered exclusively to Pizzuti Companies of Columbus, Ohio and Leyland Alliance of Tuxedo, New York.

The teams have no ranking and each team has the same standing going forward. Because of the visibility and high profile of this site, responding teams must be aware of the fact that any development proposal will be scrutinized by a variety of interested parties, both public and private. Final detailed proposals, as stipulated herein, will be due on **Monday, February 6, 2006** unless there is an extension provided at the option of the City of Columbus.

All correspondence and questions regarding the required content shall be submitted by email to:

Lori Baudro, AICP  
Neighborhood Planning Manager/Whittier Redevelopment Coordinator  
City of Columbus  
Planning Division  
Department of Development  
109 North Front Street  
Columbus, Ohio 43215  
p. 614.645.6986 f. 614.645.1483  
[lsbaudro@columbus.gov](mailto:lsbaudro@columbus.gov)

Responses to questions will be copied to a contact person designated by each team. Teams are to provide the city with the name and email address of their designated contact person.

## **I. Location**

Site location and property ownership was described in the RFQ and remains unchanged.

## **II. Development/Parkland Delineation**

Per the 2003 Memorandum of Understanding (MOU) entered into by the city, Metro Parks and Audubon Ohio, the city has entered into a lease agreement with Metro Parks to delineate the future Whittier Parklands. A legal description has not been executed pending completion by the preferred master developer of a master plan for the entire neighborhood development area.

To attain a truly integrated and interesting transition between the development and parklands, Metro Parks and the city have agreed to be flexible with regard to the park/development edge. The importance of this transitional civic area to storm water management and the creation of a series of good public spaces cannot be overemphasized. Each team is encouraged to become familiar with the plans for Whittier Metro Park and to consult with Metro Parks' staff.

Development teams recommending substantial modifications to the existing edge must clearly articulate these changes, and in so doing, specifically address the limitations presented by the existing boundaries. As well, in proposing these changes, teams will be required to list the benefits and/or opportunities of the recommended alternative configuration. Such recommendations should be presented as an alternative, not in lieu of, the primary submission relating to the site defined herein. Any modifications to the park/development edge will require the full support of Metro Parks: Substantial alterations will only be undertaken at the Developer's expense.

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### **III. Development Principles**

The Whittier Development Principles articulate the city's overall vision for the Whittier Peninsula and will be used to guide its redevelopment. It is anticipated that after agreements are negotiated, the preferred master developer will complete a detailed master development plan. In so doing, it is expected that the plan will incorporate the Principles and the Metro Park plan, as well as consider the land use and design concepts provided by the city.

#### **3.1 Excellence**

An excellent public environment on the Whittier Peninsula will be achieved by...

- Encouraging variety, creativity and quality in architectural & landscape design;
- Using public art to create special places offering surprises, excitement, contemplation, and respite;
- Promoting well-proportioned and active streets that enhance human scale, amenity and environmental comfort;
- Seamlessly integrating the park and neighborhood outdoor spaces through design and a mutually dependent green infrastructure approach;
- Respecting the historic heritage of the Whittier's unique location; and
- Promoting a standard of quality that achieves the most durable, healthy, comfortable, affordable and energy-efficient living and working environments for residents, employees and visitors.

Water is to be considered a thematic element.

#### **3.2 Environmental Responsibility**

Sustainability will influence all planning decisions and actions undertaken to develop a new neighborhood on the Whittier Peninsula. A sustainable, environmentally responsible approach will be integrative and pragmatic. The result will be a community that stands the test of time --- environmentally, economically and socially.

#### **3.3 Diversity**

A mixed-use, socio-economically diverse community will be created that will have a variety of residential options for purchase and lease. It is the city's intent to create a new urban neighborhood that is attractive to a wide variety of households, including families. At least ten-percent of the residences built on the Whittier will be affordable, workforce housing.

### 3.4 Connectivity

The Whittier Peninsula is part of...

- An evolving regional multi-purpose trail and greenways system;
- The historic Brewery District neighborhood;
- The Central Ohio Region and will position itself to participate in regional transportation planning and opportunities; and
- Downtown Columbus, its business district, a growing arts, cultural, residential, and commercial and sports community, including the evolving Scioto Mile park system.

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## IV. Disposition Procedures

At the end of the proposal review and interview process, a preferred master developer for the Whittier Peninsula will be tentatively designated. The tentative designation will specify a limited time frame within which the designated developer must negotiate and enter into a satisfactory Preliminary Development Agreement with the city of Columbus, or its designee. The inability to enter into a mutually satisfactory agreement between the tentatively designated developer and the city, within a specified timeframe, will result in the tentative designation being rescinded.

The Preliminary Development Agreement will provide a coordinated framework for project implementation and will establish requirements relating to such items as:

- The application of Whittier Development Principles as an evaluation tool;
- Time frames for the submission (by the developer) and approval (by the city of Columbus and Brewery District Commission), of the master development plan incorporating the Whittier Development Principles, and including:
  - Land use and height districts;
  - Vehicle, pedestrian and bicycle circulation plan;
  - Green infrastructure plan; and
  - Design guidelines
- A development and phasing schedule;
- Developer approach to project design and development, specifically how architectural variety will be achieved and, whether (or how), the preferred master developer will engage and oversee design and development professionals beyond its team to achieve the architectural mixture necessary for a project of this size and scope;
- Land disposition arrangements -- ownership or lease, etc. And/or other financial terms and conditions, including negotiated incentives, and establishing an appropriate return and/or leverage on investment to the city of Columbus and developer;
- Roles and responsibilities related to securing appropriate public commitments from the city of Columbus and other public entities;
- Community input into the planning and implementation process and securing applicable approvals from the Brewery District Commission; and
- Firm financing commitments for all elements of the project

Final designation as project master developer will be granted upon execution of a mutually satisfactory Preliminary Development Agreement. The city of Columbus may rescind the final designation for nonperformance, under terms

and conditions to be negotiated within both the preliminary and subsequent development agreements.

The Director of the Department of Development (or designee) will be authorized for, and on behalf of, the city of Columbus through appropriate enabling legislation approved by Columbus City Council to execute the Agreement in accordance with terms set forth therein.

When improvements are completed in compliance with the Preliminary Development Agreement, the city of Columbus, or its designee, will issue a Certificate of Completion signifying that the project has been undertaken in compliance with all agreements between the city of Columbus and the developer.

The invitation to development teams to submit a proposal for the redevelopment of the Whittier Peninsula does not obligate the city of Columbus. The city of Columbus reserves the right to accept or reject any and all proposals submitted.

The city reserves the right to extend or otherwise modify the schedule for, and method of, evaluation and selection of a master developer. Notice of any schedule and/or method changes will be given in writing. Additionally, after receiving developer responses to this Request for Proposal (RFP), the city reserves the right to change this process based on its needs and the responses to this RFP.

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## **V. Submission Requirements**

*Each developer team must submit the materials outlined below in Sections 5.1 through 5.4.1 by 4:30 p.m. on Monday, February 6, 2006.* The materials must be sent to Lori Baudro, AICP, Neighborhood Planning Manager, Columbus Planning Division, 109 North Front Street gr. flr, Columbus Ohio 43215.

Each submission must include eleven (11) printed and bound copies, and one unbound copy, of all materials called for in **Sections 5.1 through 5.4.1**. In addition, all text materials must be submitted in an electronic format in Microsoft Word.

Drawings, maps and other graphics included with the submission must also include one separate set of graphics in a standard size for ease of electronic scanning, or this set of graphics may be provided as a JPEG file. If a graphic won't work in JPEG, then a GIF file is acceptable. Text and graphics may also be provided as an Adobe PDF file, for placing on the city of Columbus web site. Teams should also prepare materials appropriate for display and discussion at a public open house.

All proposals and other information submitted, unless otherwise noted, shall become the property of the city of Columbus and shall not be returned. The city will not pay for any cost incurred in submitting proposals, responding to additional questions, or participating in the interview process and public open house. Teams will receive written notice of the firm the city has selected as the tentative master developer, and with whom it will proceed into negotiations, as outlined in Section IV.

### **5.1 Development Submission Requirements**

#### **5.1.1 Community Involvement Plan**

The proposal shall include a Community Involvement Plan describing how the development team intends to secure Brewery District Commission, Metro Park, Audubon, neighborhood and other stakeholder involvement throughout plan development, project review and implementation phases. The Involvement Plan should address the time from when the developer is selected as the preferred master developer, through project construction. Please identify any consultants and/or attorneys who may help you with this effort.

### **5.1.2 Development Team**

**5.1.2 (a)** Legal name and principle officers of each member of the development team, including the developer, architects, construction manager or general contractor (if known), and all other team members expected to earn a fee of \$500,000 or more.

**5.1.2 (b)** Description of the type of entity that will own the development (e.g. corporation, LLC, joint venture, etc.) and, to the extent available, a list of the other owners of interest in the ownership entity and the estimated ownership of each.

**5.1.2. (c)** Three Years of audited consolidated financial statements for each development team member expected to earn a fee of \$500,000 or more.

#### **5.1.2 (d) Team Expertise and Composition**

All teams are encouraged evaluate their make-up and composition. Successful redevelopment of the Whittier Peninsula will require the contributions of a number of professions and disciplines. Teams are allowed to restructure, as needed, to accommodate issues that may have risen during the earlier RFQ phase and to add firms or other professionals that may have had other commitments. Each team should completely identify all of its members, including the name and address of each firm, and the name and resume of each individual(s) who will be directly engaged in this project.

Due to the sustainability and green development aspects of the project, market consultants with expertise in these areas should be considered to augment development team activities.

Inclusion of local consultant and sub-consultant firms is encouraged.

### **5.1.3 Adaptive Reuse of the Eastern Section of the Lazarus Warehouse**

The RFP response should include an evaluation of the structure's redevelopment potential, including reuse opportunities that incorporate the city's green development goals. Graphic illustrations of conceptual reuse plans/alternatives are to be included. Should the teams conclude that the adaptive reuse of the structure is not feasible, the rationale behind this decision should be thoroughly explained and include economic and urban design considerations. (A structural evaluation of the warehouse, completed in September 2005, is included in the proposal package in CD and hard copy formats.)

## 5.1.4 Conceptual Master Plan and Design Guidelines

**5.1.4 (a) Conceptual Master Plan.** Working with Metro Parks and Audubon Ohio, the city of Columbus has developed a conceptual land use plan. The plan incorporates the Whittier Development Principles, as well as physical site conditions and external impacts. Likewise, the mix of land uses, green infrastructure and residential densities reflect the Principles, as well as the goals and objectives of the *Riverfront Vision*, augmented by the companion *Handbook for Private Development and Public Improvements in the River Corridor – a Guide to Implementing the Riverfront Vision*.

There are many approaches to meeting the goals, objectives and principles set forth herein, and it is understood that in doing so, the teams may propose an entirely different plan from the concept developed by the city.

**5.1.4 (b) Design Guidelines.** The Whittier Peninsula is located within the boundaries of the Brewery District Architectural Review Commission (BDC). Per Columbus City Code, the BDC primarily carries out its responsibilities through an architectural review process in which it works with the city's Historic Preservation Office to review Certificate of Appropriateness applications. A Certificate of Appropriateness must be obtained by an applicant before a building permit is issued and/or any exterior alterations to buildings or sites in the district can occur.

Unlike the rest of the District, the Whittier Peninsula lacks a distinct architectural style. The Whittier is recognized as a development district, for which, a comprehensive, coordinated redevelopment approach will be necessary. Design guidelines, acceptable to the BDC, the developer and the city, will be necessary to facilitate the timely and coordinated redevelopment of the Whittier Peninsula.

Teams are not to submit a set of draft guidelines. Rather, they should explain how they would approach this requirement. Creation of a strong, interesting neighborhood, that relates to the built Brewery District and has the architectural variety and quirkiness that makes a place special is the goal. What are some ways that design guidelines could be used to achieve this and other development goals?

## 5.1.5 Application of Whittier Development Principles

Teams should identify graphically and in writing their application of the Whittier Development Principles. Redundancy is encouraged: Teams will be evaluated on how well the Principles are integrated into the proposals submitted.

### **5.1.6 Street Hierarchy and Parking**

The street hierarchy developed should be neighborhood-scale in function and design, while providing access to Whittier Metro Park and the Audubon Nature Center. Pedestrian and bicycle connections are extremely important. The goal is to create a network of well-proportioned, active streets that are human in scale and serve as the neighborhoods "front door." Therefore, they need to be designed to compliment adjacent building scale and massing, sidewalks, and other streetscape features. Green infrastructure goals and methods should be incorporated into street and landscape design.

Public on-street parking should be planned throughout, with the exception of curbside along the Whittier Metro Park edge. Proposals should illustrate how public parking would be accommodated within specific structured parking locations.

### **5.1.7 Transmittal Letter - Not to Exceed One (1) Page**

**5.1.7 (a)** A statement that the signatory is authorized to submit the proposal.

**5.1.7 (b)** A statement that the proposal will remain in effect for a minimum of 180-days

## **5.2 Graphic Design Submission Requirements**

As part of the project response, developers are to provide the following. (This element of the request is not intended to be a design competition.)

**5.2.1** Two (2) conceptual streetscape renderings, one of which must address the transitional civic realm at the development/parkland edge, and both of which must incorporate applicable Whittier Development Principles.

**5.2.2** One (1) conceptual prototype building plan, to include: exterior rendering and stacking/building cut-away (three-dimensional diagram preferred).

Quality and architectural variety will be necessary to create a place that is real, that is interesting and that will stand the test of time. The intensity with which the land is used, compactness, convenience and succession of uses and activities, will all add to the vibrancy and success of the Whittier. In short, good design, quality, variety, and surprise are essential.

As such, teams are not asked to provide conceptual prototypes for the entire development. Instead, in addition to submission requirements listed in Sections

5.2.1 and 5.2.2, teams are to explain their approach to obtaining architectural variety and quality.

### **5.3 Financial Submission Requirements**

It is the goal of the city of Columbus to select a master developer willing to assume the overall project, undertake project negotiation, design and pre-development while land assemblage and/or arrangements occur.

The city's use of incentives, public improvements and land disposition arrangements will be determined as part of the development agreement. In their responses, teams are required to identify the arrangements felt necessary to successfully redevelop the Whittier Peninsula. The development agreement discussed in Section 4 must make provisions to protect the investments of the city of Columbus in the redevelopment of the Whittier Peninsula.

Although detailed pro forma are not feasible at this time, it is important that the city of Columbus begin to obtain a clearer understanding of the major elements of the project relating to development of the site in its entirety and by phase:

- Normal development pro forma components of development costs;
- Normal operating pro forma and cost and revenue projections;
- Key financing issues;
- Financial requirements and commitments of all parties;
- Sources and uses statements; and
- The nature and extent of financing gaps.

Likewise, provide a similar pro forma as related to ongoing maintenance and operations.

With that in mind, provide a preliminary financial analysis of the major components of your development proposal. Using the preliminary analysis, discuss possible approaches to addressing the financial needs of this project while fulfilling critical objectives, and as previously stated, include land arrangements, public improvements and incentives to illustrate such approaches.

Letters of commitment or interest from financial institutions or other sources of funding for consideration and permanent financing must be included.

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## **5.4 Minority Business Enterprise/Female Business Enterprise (MBE/FBE) Participation**

It is the policy of the city of Columbus to provide business concerns owned by minority and female persons the maximum opportunity to participate in contracts awarded by the city. The Equal Business Opportunity Commission Office is responsible for tracking city department utilization of minority and female business enterprises.

**5.4.1** Provide a statement on expected policy for MBE/FBE Participation in the project and strategies that may be used to encourage MBE/FBE participation in all aspects of the project.

## **VI. Selection Criteria (Criteria below are in no particular order of importance)**

### **6.1 Quality of the Proposal**

- Quality of the proposed development;
- Quality of the conceptual master plan and integration of identified principles, goals and objectives;
- Approach to development of design guidelines;
- Demonstrated understanding of the concept;
- Creativity and variety in design solutions;
- Overall reasonableness and feasibility of executing the plan;
- Housing objectives, including market mix and 10% workforce housing component; and
- Strength and feasibility of Community Involvement Plan.

### **6.2 Consistency with Whittier Development Principles**

- Integration of Principles into the development proposal;
- Strength and quality with which Principles have been integrated into the development proposal; and
- Is the approach to the Whittier principles pragmatic and likely to be realized?

### **6.3 Partnership**

- Demonstrated understanding of partner goals and interest in joining the Whittier Redevelopment Partnership with the city of Columbus, Metro Parks and Audubon Ohio; and
- Demonstrated understanding of the Whittier Metro Park goals and objectives as demonstrated by the treatment of the park /development edge and integration of green infrastructure.

#### **6.4 Capability to Implement the Development Plan**

- Qualifications of the team and its members to perform the required services;
- Experience and expertise in similar and similarly sized development;
- Reasonableness of the timetable;
- Human and capital resources pledged to this effort;
- Depth and level of resources that the developer can put forth on this project

#### **6.5 Financial Considerations**

- Probable development budget;
- The financial feasibility based on realistic development and operating pro forma;
- Reasonable certainty of prospective cash flows incorporated into Team's analysis;
- Financial return and/or leverage of investment to the city of Columbus; and
- Demonstrated financial capacity of the team and its ability to obtain project funding.

### **VII Schedule**

Request for Proposal (RFP) Materials Distributed	December 13, 2005
RFP Response Deadline	February 6, 2006
Team Interviews	February 15, 2006
Public Open House (team attendance required)	February 15, 2006
Preferred Master Announced	February 23, 2006